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Office Memorandum • UNITED STATES GOVERNMENT25X1
TO :
Thru :
FROM :~~CONFIDENTIAL~~

DATE: 6 September 1949

SUBJECT: Comments on proposed ORE Reorganization

1. The following remarks are made after only brief access to the reorganization proposal.

2. The general concept of separating the "estimates" and "analysis" functions within the regional branch structure rather than divorcing the "estimates" function from the regional organization appears eminently sound. However, the most effective procedures and organizational details for operating under this arrangement will require some spelling out. Some of these questions are raised in Para. 3, below, and certain other general observations are made in subsequent paragraphs.

3. Queries on functions and organizational details:

a. Assignment of "action" on estimates:

- 1) Will "estimates" projects be assigned for action to the regional branch of primary concern which will also have responsibility for effecting requisite coordination within ORE; or
- 2) Will the several regional Estimates Staffs comprise a pool from which ad hoc "task groups" of appropriate composition will be organized at the direction of the EPB?

While either arrangement has its advantages, the first alternative appears more desirable from the standpoint of maintaining the "chain of command" from AD/ORE through the regional branch chiefs.

b. Substantive review.

Is the Publications Group to be responsible for substantive review? It seems to me that it should not be except in a staff capacity on behalf of AD/ORE or on behalf of the EPB.

c. Function of the EPB Secretariat.

Without having available a clear definition of the Secretariat's functions it would appear that the EPB Secretariat should be placed under the EPB, organizationally. If this is done its functions might be performed by a section of the Publications Group; or the Publications Group's functions might be worked into those of a Secretariat.

d. Distinction between production of global and other national intelligence estimates.

Logically, there is no apparent basis for distinguishing between global and other national intelligence estimates. While the proposed organization may be designed to overcome "personality" or other practical problems, it would appear more consistent to organize the "global function as part of the Publications Group.

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- e. Within the Regional Branch organization, the Estimates Staff should include the chiefs of the various divisions in order to insure a continuing liaison between the estimates and analysis and research functions.
- f. In the ORE organization, "requirements", "information control", and administrative functions are provided for under an Operations Group. Only the information control function is provided for in the regional branches.

4. The proposed abolishment of the IPB and substitution therefor of the EPB with much narrower functions (i.e., limited to review of national intelligence estimates) raises some questions. At the time of its inception, the IPB appeared to be nothing more than AD/ORE's "staff of commanders" which, regardless of name, was always available to AD/ORE for consultation. In this sense, the IPB appeared to be a superfluous organizational concept. However, it is not clear now whether the proposed reorganization envisages abolishment of the IPB as a superfluous organization or whether functions were considered to be too broad. The former would appear to be a valid reason whereas the latter would not. For example, production will still require as much, or more coordination, as the content of the estimates themselves.

5. The functions of the Economics Branch, as understood, would appear to place it more logically with the Central Research Groups rather than with the Regional Branches.

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Office Memorandum • UNITED STATES GOVERNMENT

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Thru
FROM :

DATE: 2 September 1949

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SUBJECT:

"Proposed organizational Realignment

of ORE," 1 September 1949

1. It seems appropriate that my expression of views emphasize comment on reorganization at the Branch level; consequently, expression of specific views is confined to this consideration (para. 2, below). This is followed, however, by miscellaneous general comments offered for such assistance as they may be (para. 3).

2. The general distinction between "research" and production of "National intelligence estimates" seems sound. Effectiveness of this distinction probably also will require distinction in the type of personnel most effectively qualified to conduct the two related but different activities--very high calibre junior analysts under competent senior direction for geographical research, and extremely high calibre functional and regional specialists for regional estimates.

I feel that the Estimates Staff would fulfill the intelligence staff function of B/FE's Coordination and Plans Staff, but that it should be larger by one, and perhaps two, functional specialists, adequate regional research specialists and adequate clerical staff. In addition to producing "intelligence estimates" it should control the nature of intelligence research produced for publication by the research divisions, much as the C and P Staff now does in the review of production proposals and final drafts.

It seems to me that the "Regional Research Division" might well be either a Division or Staff for (Regional) Research Coordination and Control. Its functions could be twofold: (a) regional coordination of research by the geographic divisions for use by the Estimates Staff, and (b) control of intelligence collection and dissemination for the Branch and of the administrative aspects of intelligence production. In these functions it would largely fulfill the responsibilities assigned to the Control Division in B/FE's plan for the operation of Intelligence Control. (See "Mission, Organization and Functions of Intelligence Control, B/FE" dated 12 January 1949, Para. 2 a (2)).

As such it would include "Information Control" as provided in the proposed organization, and would serve as either a Division or a staff. At the moment I tend to feel that its Branch-wide responsibility suggests desirability of its serving as a staff (i.e., Research Coordination and Control Staff). Also it should be responsible for planning intelligence production (e.g., B/FE's Production Plan) and for determining the Branch's intelligence requirements.

Regional research functions now thought of (and not very clearly indicated) for the Regional Research Division appropriately would be performed within and in support of the Estimates Staff.

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The two staffs (Estimates and Research Coordination and Control) should be under direct supervision of the Deputy Branch Chief (as the C and P Staff now is). See attached chart.

3. With reference to the rest of the proposed plan the following general tentative views suggest themselves to me, and express for such usefulness as they may have--

- (a) Regarding the proposed Estimates Production Board in lieu of the Intelligence Production Board

Would not a Priorities and Production Staff, under the IPB, be appropriate, such staff to consist of

- (1) A plans and priorities division to provide the ORE production plan (present Programs Division of P and P Staff) and to plan priorities for production,
- (2) An intelligence production review division to review production substantively and editorially for consistency with established principles, and
- (3) a global survey division to perform intelligence estimates of global scope?

- (b) Regarding the "Central Research Groups":

Would not Map Branch more appropriately be in OCD (possibly as a companion to Biographic Register)? Could not the function's of the "NIS Branch" best be performed by the Regional Branches (especially the geographic research divisions) and the intelligence production review division (para. 3, (a), 2 above)? Because of its special nature, I have no view on the best location of the General Division.

4. In spite of the comments above, the proposed plan generally seems sound. Particularly sound in recognition that ORE must have controlled support of "research" in producing "intelligence estimates." Also desirable is to recognize that the difference between "research" and "estimates" is a difference in type of function rather than one in relative importance and they require somewhat differently equipped individuals; both are essential to fulfillment of the ORE mission.

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